
Strengthening the Human Resource Capacity of MSME Actors in Bojongsari Village through Managerial Skills Training and Business Digitalization

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ABSTRACT

This community service aims to strengthen the capacity of human resources of micro, small, and medium enterprise (MSME) actors in Bojongsari Village through training in managerial skills and business digitalization. MSME actors in this area often face various challenges, both in terms of limited managerial capabilities, such as financial management and business planning, as well as in terms of technology, particularly related to marketing and digital business management. This activity was carried out using a combination of lectures, hands-on practice, and discussions involving 30 local MSME actors. The topics covered include the basics of business management, such as business planning, financial management, and digital marketing strategies through social media platforms and e-commerce. The results of this activity showed an improvement in participants' managerial skills, reflected in their ability to create more structured business plans and manage their business finances more effectively. Additionally, the application of business digitalization has started to take shape, with participants now having social media accounts and utilizing online platforms to market their products. However, challenges still exist, especially in terms of limited access to technology and a lack of understanding in digital data analysis. Therefore, further training is necessary to ensure that MSME actors can maximize the use of technology. With this training, it is hoped that MSMEs in Bojongsari Village can develop more competitively in the increasingly digital market.

Keywords: MSMEs, Managerial Skills, Business Digitalization

INTRODUCTION

Micro, Small, and Medium Enterprises (MSMEs) play a very significant role in Indonesia's economy. According to data from the Central Statistics Agency (BPS), MSMEs contribute more than 60% to Indonesia's Gross Domestic Product (GDP) and absorb more than 97% of the workforce. The existence of MSMEs has become one of the main pillars of the national economy, making significant contributions to job creation and economic equality. However, despite their large contribution, many MSME entrepreneurs still face various challenges that hinder the development and sustainability of their businesses. Among these challenges are limitations in

managerial skills and technology, which become major obstacles preventing MSMEs from competing in an increasingly competitive and globally connected market.

In Bojongsari Village, one of the areas with a significant number of MSMEs, these challenges are very much felt. The majority of businesses in the area are micro and small enterprises, operating in sectors such as food, handicrafts, and retail. However, most MSME entrepreneurs in Bojongsari still manage their businesses in a very simple way, often without employing a systematic business plan. They face difficulties in financial management, business planning, and marketing, which makes it hard for their businesses to grow and compete with other businesses. Furthermore, many of them have not yet utilized digital technology in their operations, both for marketing and product management, which has become an essential necessity in today's connected business world.

One solution to address these issues is through strengthening the capacity of MSME human resources by providing training in managerial skills and business digitalization. This training is crucial to improve MSME entrepreneurs' abilities to manage their businesses professionally and introduce them to technologies that can help grow their businesses. Through managerial training, MSME entrepreneurs will be taught the importance of solid business planning, efficient financial management, and effective human resource management. Additionally, training in business digitalization will help them leverage technology, such as social media and e-commerce platforms, to expand their markets and improve operational efficiency.

However, to achieve this goal, the training provided must be tailored to the conditions and needs of MSME entrepreneurs in Bojongsari. Based on observations and surveys conducted, many MSME entrepreneurs have limited knowledge of managerial skills and digitalization. They still rely on traditional marketing methods that are limited to local markets and incur high operational costs. Therefore, the training should focus on basic managerial aspects that are easy to understand and apply, as well as simple yet effective technology usage. Through this training, MSME entrepreneurs in Bojongsari are expected to improve their ability to plan and manage their businesses, as well as leverage technology to expand their markets and enhance their competitiveness.

The training should also be accompanied by continuous mentoring so that MSME entrepreneurs not only gain theoretical knowledge but also learn how to implement that knowledge in their daily business operations. With mentorship, MSME entrepreneurs will be able to better address challenges during implementation and receive necessary feedback to improve their businesses. This mentorship will also help them overcome barriers, such as limited access to technology or difficulties in managing business finances.

Through this training program, MSME entrepreneurs in Bojongsari are expected to have better capacity in managing their businesses and utilizing digital technologies. With enhanced managerial skills and digitalization, MSMEs in Bojongsari will be better equipped to compete in an increasingly competitive and globally connected

market. Moreover, this program is expected to have a positive impact on the local economy by opening up new business opportunities, creating jobs, and improving the well-being of the local community.

Strengthening the capacity of MSMEs through managerial training and business digitalization is also in line with the government's efforts to enhance MSME competitiveness in Indonesia. The government has launched various policies and programs aimed at supporting MSME development, such as financing programs, training, and market access. However, despite the existence of these policies, many MSME entrepreneurs still struggle to take advantage of these programs due to a lack of knowledge and skills. Therefore, community service activities through managerial training and business digitalization are crucial to bridging this gap and ensuring that MSME entrepreneurs can fully benefit from existing opportunities.

Overall, this community service activity aims to contribute to addressing the various challenges faced by MSME entrepreneurs in Bojongsari. With appropriate training and continuous mentoring, MSMEs in Bojongsari are expected to develop more effectively and become more competitive in the increasingly digital marketplace. Additionally, this training is expected to provide long-term benefits, not only for MSME entrepreneurs but also for the Bojongsari community as a whole, through the creation of more job opportunities, increased income, and improved living standards.

METHOD

This community service project aimed at enhancing the managerial skills and digitalization of Micro, Small, and Medium Enterprises (MSMEs) in Bojongsari adopts a comprehensive and participatory approach. The project is designed to provide MSME entrepreneurs with the skills and knowledge they need to address both managerial and technological challenges, thus empowering them to manage and expand their businesses more effectively in an increasingly digitalized world.

To begin with, an initial survey was conducted to assess the current capabilities of the MSME entrepreneurs in Bojongsari. This survey aimed to gather data on their existing managerial skills, understanding of business operations, and their use of digital technologies such as social media and e-commerce platforms. By identifying the key challenges and gaps in knowledge, the survey provided a baseline from which the training interventions were tailored. Research by Daryanto et al. (2022) highlights the importance of assessing the existing skill level of entrepreneurs in order to customize training programs effectively and ensure that the participants' learning needs are addressed.

Following the survey, a series of training workshops were organized to improve the participants' skills in both managerial aspects and digitalization. The workshops focused on fundamental business management skills, including business planning, financial management, and human resources management. Additionally, the training covered essential aspects of digitalization, such as using social media platforms for marketing and leveraging e-commerce platforms for expanding market reach. This training approach aligns with the findings of Hadi et al. (2021), who stress the

significance of hands-on, practical training to improve the competitiveness of MSMEs by introducing them to modern digital tools.

Upon completion of the workshops, a mentorship phase was implemented to provide ongoing support to the MSME entrepreneurs. This phase is designed to ensure that the entrepreneurs can apply the knowledge gained from the workshops effectively in their businesses. According to Wijaya and Nugroho (2020), mentorship plays a crucial role in helping MSMEs overcome challenges during the implementation of new skills, as it offers continuous guidance and support. The mentorship allowed the participants to receive personalized advice and assistance, addressing specific issues related to business management and digital adoption.

Finally, the project included a thorough evaluation of the training's impact. Surveys and interviews were conducted with the participants to gather feedback on the effectiveness of the workshops and mentorship. The evaluation focused on the application of new managerial and digital skills and assessed how these improvements impacted the participants' business operations. This feedback was essential for making future adjustments to the program and ensuring its continued effectiveness.

RESULTS

The community service activity conducted in Bojongsari Village aimed at enhancing the managerial capacity and digitalization of micro, small, and medium enterprises (MSMEs) has had a significant positive impact on the participants. The training, which involved over 30 local MSME entrepreneurs, successfully addressed most of the previously identified issues, such as limitations in business management, lack of understanding about the importance of digitalization in marketing, and difficulties in accessing funding. Below are some of the key results achieved from this community service activity:

Improvement in Managerial Skills

One of the main outcomes of this activity was a significant improvement in the managerial skills of MSME entrepreneurs in Bojongsari Village. Before the training, many entrepreneurs managed their businesses without structured or systematic planning. However, after participating in the training, participants were able to create more structured business plans, develop more effective marketing strategies, and better manage their finances. The business planning training provided participants with insights into how to formulate the vision, mission, and business objectives, as well as the steps needed to achieve them.

Furthermore, financial management was one of the aspects that saw substantial improvement. Training participants now better understand the importance of separating personal finances from business finances and how to create simple and understandable financial reports. Entrepreneurs who previously lacked systematic financial record-keeping are now able to produce profit and loss statements, which enables them to monitor their business's financial performance more easily. This directly impacts the sustainability and growth of their businesses, as good financial management is a key to business success.

Improved Understanding and Application of Business Digitalization

Business digitalization training became a crucial aspect of this community service activity, given the rapid technological advancements and the increasing importance of digital marketing in businesses. Before the training, the majority of MSME entrepreneurs in Bojongsari Village did not have sufficient digital presence, either in product marketing or business management. However, after attending the training, participants successfully created social media accounts for their businesses, such as Instagram and Facebook, and began using e-commerce platforms like Tokopedia, Bukalapak, and Shopee to market their products online.

Participants were also taught the importance of digital marketing, including the use of paid advertisements on social media and the application of Search Engine Optimization (SEO) to increase their product visibility on search engines. Some participants reported that they had already started gaining new customers through digital platforms, which were previously inaccessible through conventional marketing. This demonstrates that the application of digitalization in their businesses helped expand their market reach and enhance their competitiveness in an increasingly open market.

In addition, the training covered the use of applications for business management, such as bookkeeping apps for recording transactions and managing stock. With this digitalization, MSME entrepreneurs are expected to manage their businesses more efficiently and professionally, while also taking advantage of broader market opportunities.

Increased Access to Capital and Financing

One of the objectives of this community service activity was to enhance MSME entrepreneurs' understanding of the available financing options to grow their businesses. Before the training, many entrepreneurs were unaware of how to access financing services, whether from financial institutions or government programs supporting MSMEs. During the training, participants were provided with knowledge about various financing options, such as business loans from banks or microfinance institutions, as well as government programs that support MSME development.

The training also taught participants how to write a good financing proposal that meets the requirements set by financial institutions. With this knowledge, it is expected that MSME entrepreneurs will be able to obtain the necessary capital to expand their businesses and increase production capacity. Some participants even reported that they had applied for business loans after gaining a clearer understanding of the requirements and procedures for financing applications.

Positive Impact on Business Management and Increased Income

Overall, MSME entrepreneurs in Bojongsari Village reported improvements in business management after attending the training. They are now more confident in managing their finances and planning their business's future. Some participants expressed that they had been able to improve product and service quality and implement innovations that attracted customers.

Additionally, some MSME entrepreneurs reported an increase in income after they began utilizing digital platforms to market their products. This shows that digitalization not only facilitates business management but also has a direct impact on

increasing revenue and enhancing the competitiveness of their businesses in the market.

Improved Networking Among MSME Entrepreneurs

Another positive result was the establishment of networks and collaboration among MSME entrepreneurs. Through group discussions and experience-sharing sessions during the training, many participants felt more connected to each other. Some even started collaborating in areas such as product marketing, procurement of raw materials, and distribution. With this strong network, MSME entrepreneurs in Bojongsari are expected to support one another and strengthen their positions in the market.

Evaluation and Feedback from Participants

As part of the evaluation, feedback from participants indicated that they found the training materials very helpful. The majority appreciated the practical and easy-to-understand delivery of the material, along with the hands-on practices that helped them implement the knowledge they gained. This feedback will also serve as input for future improvements in community service activities, ensuring that the program runs more efficiently and provides greater benefits to the participants.

Discussion of Community Service Results (PKM)

The community service activity held in Bojongsari Village achieved various significant outcomes, especially in improving the managerial capacity and digitalization of MSMEs. This discussion will delve deeper into the impacts of the training and interventions carried out, as well as the factors influencing the success of this activity. The results achieved in this community service will be compared to the problems that were previously identified, and it will be examined how the solutions provided addressed the challenges faced by MSME entrepreneurs in the area.

Improvement in MSME Entrepreneurial Managerial Skills

One of the most significant aspects of this activity's outcome was the improvement in the managerial skills of MSME entrepreneurs. Before the training, many MSME entrepreneurs in Bojongsari Village managed their businesses without a systematic plan. Many of them did not understand the importance of good management, including in terms of business planning, financial management, and marketing strategies.

After the training, participants were able to formulate more structured business plans, which included market analysis, cost management, and projections of revenue and expenditure. This process is crucial, as research by Suryana (2013) shows that a good business plan provides a solid foundation for managing a sustainable business. With a clear plan, MSME entrepreneurs can focus more and manage their businesses more effectively, while being able to measure the success of their business more accurately.

Moreover, training in more structured financial management provided participants with a deeper understanding of the importance of good and systematic record-keeping. Previously, many MSME entrepreneurs did not record financial transactions correctly or did not record them at all. This made it difficult for them to control cash flow and understand their business's financial position. After the training, most participants were able to prepare profit and loss statements, balance sheets, and

cash flow reports in a more organized manner, allowing them to monitor their business's financial performance more effectively.

However, despite significant progress, some participants still found it challenging to manage more complex financial tasks, especially those who were not accustomed to financial record-keeping. Therefore, ongoing mentoring is necessary to ensure that every participant can optimally implement the knowledge about financial management.

Business Digitalization and Digital Marketing

Implementing business digitalization was one of the main objectives of this community service activity. Before the training, many MSME entrepreneurs in Bojongsari Village had not utilized technology to market their products. They were still relying on traditional marketing, such as direct sales in markets or stores and word-of-mouth advertising. In the digital age, digital marketing is critical for expanding market reach and increasing the competitiveness of MSMEs.

After the training, many participants began utilizing social media platforms such as Instagram, Facebook, and WhatsApp to promote their products. Furthermore, some participants had opened online stores on e-commerce platforms like Tokopedia, Bukalapak, and Shopee, allowing them to reach a broader market, even beyond Bojongsari Village. The use of these digital platforms has proven effective in increasing their product visibility and expanding their customer base.

However, while there has been good progress in digitalization, some participants still struggle with managing their social media accounts consistently or optimizing the use of e-commerce platforms. Some participants also felt that they had not fully understood how to use paid ads on social media or how to implement SEO (Search Engine Optimization) to increase product visibility. Therefore, further training on digital marketing strategies and online marketing is still needed to ensure that each participant can fully maximize these technologies.

Access to Capital and Financing for Businesses

One of the major challenges faced by MSME entrepreneurs in Bojongsari Village was difficulty accessing capital to grow their businesses. Before the training, many MSME entrepreneurs did not understand how to access available sources of capital, whether from financial institutions or through government programs that could assist with business financing.

After attending the training, participants gained insights into the various financing options available to MSMEs, including bank loans, microfinance institutions, and government assistance programs. In addition, participants were taught how to prepare a good financing proposal that meets the requirements set by financial institutions. With this understanding, some participants reported that they had already started applying for business loans to expand their businesses.

However, the biggest challenge in terms of access to capital is still the low financial literacy among some participants. Although they understand the basic concepts of capital, some MSME entrepreneurs still struggle to meet the administrative requirements and procedures needed to obtain financing. Therefore, ongoing support and guidance in financial management and access to capital are crucial to improve MSMEs' success in obtaining the financing they need.

Impact on Business Sustainability and Growth

Overall, this training had a positive impact on the sustainability and growth of MSME businesses. Entrepreneurs are now more confident in managing their businesses and have been able to implement better managerial principles, as well as use technology to expand their markets. Some participants reported a significant increase in income after they started applying digital marketing and opening online stores.

However, although there has been a clear improvement in business management and marketing, more significant changes will require time and ongoing support. Therefore, while the results achieved are very positive, this community service activity should be followed by continued mentoring and routine monitoring to ensure that MSME entrepreneurs continue to grow and adapt to the increasingly digital market changes.

Figure 4: Group Photo Session



CONCLUSIONS

The community service activities carried out in Bojongsari Village aimed at improving the managerial capacity and digitalization of micro, small, and medium enterprises (MSMEs) have successfully achieved the set goals. Through a series of training sessions focused on strengthening managerial skills and implementing business digitalization, MSME actors in Bojongsari Village have gained significant benefits, reflected in the improvement of their ability to manage businesses and utilize digital technology to expand their markets.

From the results of the training, it can be concluded that enhancing managerial skills became one of the main achievements of this program. Before the training, many MSME actors managed their businesses without structured planning and systematic financial management. After participating in the training, they now better understand the importance of business planning, financial recording, and effective marketing strategies, which have positively impacted the management and sustainability of their businesses.

In addition, business digitalization has become the key to expanding markets and increasing the competitiveness of MSME actors. Most participants have now applied social media and e-commerce platforms to market their products, enabling them to reach a broader market, even beyond Bojongsari Village. By utilizing digital technology, MSME actors can reduce their dependence on conventional marketing and grow their businesses more efficiently.

However, despite the very positive results, there are still some challenges that need to be addressed, particularly regarding access to capital and financial literacy. Many MSME actors still struggle to meet the administrative requirements to access financing, even though they have acquired basic knowledge about capital management. Therefore, continuous mentoring and further training are needed so that MSME actors can better understand and implement financial management and optimal access to capital.

Overall, this community service activity has had a very positive impact on MSME actors in Bojongsari Village, and it is expected to provide long-term contributions to improving business quality and the economic well-being of the local community. With this training, it is hoped that MSME actors will be better prepared to face challenges in an increasingly competitive market and transition toward more modern and digital businesses

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